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PROMOTE MASS MOVEMENTS, STRENGTHEN ENTERPRISE FINANCE  
AND SUPPORT A SUSTAINED LEAP FORWARD IN PRODUCTION

- - COMMUNIST CHINA - -

BY CHIN MING

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[The following is a full translation of excerpts from a speech made by Chin Ming, Vice Minister of Finance, at a financial and banking work conference in Shanghai, appearing in Ta-kung Pao, Peiping, 13 Mar 1960, p 3.]

At present, the general political and economic situation of our nation is extremely favorable. As a result of the continuous big leap forward in the years of 1958 and 1959, all major parts of the Second Five-Year Plan, which was originally intended to be accomplished by 1962, has now been completed three years ahead of schedule. This means that it takes only two years to carry out a five-year plan. This is indeed a great victory with unusual political and historical significance. It indicates that in the course of our national economic development, the groundwork for our rapid and proportional leap forward has been firmly established. This great victory is the victory of our three treasures, namely, the Party's general line, the big leap forward and the people's commune. It is the victory of the production-increase and economy movement inspired by the eighth plenary session of the eighth Central Committee of our Party. Moreover, it is the victory of Mao Tse-tung's thought which comprises Marxism and Leninism on the one hand, and the experiences of our revolution on the other.

The highly accelerated development of national economy has triggered the leap forward in the field of finance. On the other hand, progress on the financial front has spurred the development of national economy. Production predetermines distribution. Distribution, in turn, shapes the direction of production. This relationship of mutual stimulation and mutual up-lifting is beginning to be understood gradually by all.

On the basis of the big leap forward of national economy, the rate of increase for revenue and expenditure in the years of 1958 and 1959 surpassed that of any year in the past. A record-breaking rapid increase and accumulation of construction capitals was thus realized. Under such circumstances, the development of national economy had gained much momentum. Revenue and expenditure in January

this year was increased by 61 percent over the same period of last year. In comparison with the same period of 1958, the rate of increase was even higher.

The success gained on the front of finance in the last two years was a result of our insistence on the policy that politics should be in command, of our emphasis on the basic idea that production should be above all, and of our great efforts to push forward the mass movement. Ever since the start of the big leap forward, the tempo of mass movement on the front of finance had been much quickened. When the new campaign of production-increase and economy for the fourth season of last year was announced by the Central Government, our financial cadres, keeping in mind the instructions of Vice Premier Li Hsien-nien on problems of finance and national economy, had further pushed the mass movement to a new climax. Fast progress, lofty reputation, and striking effects are the best words to describe the mass movements in the recent months. Our cadres in the field of finance and business devoted most of their energy and time to the work of production, to make the mission in production and construction their own destiny, to support the progress of production and construction by meticulous planning, and to bring forth the mass campaign for the popular use of business accounting system. Financial work was no longer taken merely as a kind of economic work. It had been recognized that financial work was also a part of political work as well as mass welfare work. All financial and business units had been actively working for the central programs of our Party. They were no longer satisfied with the assigned routine work in accounting or bookkeeping. To serve a better purpose, they united their efforts with that of production and construction units to propel the rapid progress in production. In doing this, the very function of financial work was fulfilled.

As a matter of fact, the mass movement in the field of finance is not without shortcomings. The immediate problem at present is that the development of the movement lacks depth. There lacks balance between regions and units. Moreover, the movement has not yet been broadened further enough. To achieve a deeper and broader development, our workers must come into grip with the task of ideological orientation with their unflinching revolutionary spirit. They must continue to cherish and to erect the banner of advancement. They must hold fast to the job of evaluating the accumulated experience of the movement. At the same time, they must guard themselves against any relapse and feelings of complacency.

## The Primary Missions for City Financial Work and Enterprise Management

At present, the mass movement on the front of city production and construction has entered into a new stage. Mass workers are building up their sky-rocketing enthusiasm for work. Production and construction are soaring up at a great speed. The movement of production-increase and economy with the technological innovation and technological revolution as its central task is meeting the warmest response. The Communist style of close cooperation is being further popularized. The mass campaign for the use of business accounting system is gaining further support. Under such circumstances, workers on the front of finance and business should continue to hold high the banner of the general line for Socialist construction, to build up mass movement on a grand scale, and to promote the Communist style of close cooperation in the most ambitious manner. Moreover, they should continue to attribute energetically to the cause of technological and cultural revolution, and to participate as well as to organize the people's economic activities. Our purpose for making such efforts is to advance production, increase capital accumulation, assist construction and support the rapid and proportional progress of Socialist construction.

In order to successfully fulfill this mission, city financial and business units must vigorously support the movement of production-increase and economy with the technological innovation and technological revolution as its central task. Technological innovation and technological revolution are the essential requirements for Socialist construction. The success of such a revolution is the best assurance for our swift completion of the national economic plan. One of our most important political missions is to change the outlook of our industrial and agricultural production by means of increasing the rate of production as well as learning to master the world's most advanced technology. In this process we will gradually come to realize the ideal of mechanization, semi-mechanization, automation and semi-automation. There is a direct relationship between fulfillment of this mission and good performance of work on the front of finance and business.

Technological innovation and technological revolution are designed to improve the pattern of products, to improve craftsmanship, to improve tools and implements, to improve technical equipment, to improve labor organization and to exploit the various uses of raw material and to use it in the most economical way. All these innovations will

certainly bring about the rapid rise of technological level in production, the reduction of the consumption of raw material, the promotion of productivity, the increase of quantity of products and the improvement of quality of products. So far as the financial front is concerned, the results of these improvements will be the lowering of production cost, the acceleration of the turnover of working capital, and the large accumulation of enterprise outputs. Therefore, any support given to the technological innovation and technological revolution by our financial workers is equivalent to the direct support of the high speed development of production. This is also the best way to achieve success of good performance in our own field of finance. Our workers on the financial front must actively participate in the mass movement of technological innovation and revolution. Under the leadership of our Party leaders we must cooperate closely with other enterprise units to serve as well as to vigorously support this movement. At the same time, even in the work of finance itself there also must be a technological revolution to raise the level of technology, and to raise the quality of their work.

To promote the speed of production, financial workers should actively participate in as well as to organize people's economic life. The problem of livelihood is actually a part of the problem of production. The increase of production would assure the betterment of people's living conditions. The improvement of people's living condition would in turn stimulate the development of production. Today, as our nation is making a great leap forward in construction, it is especially necessary for us to carefully arrange and organize people's economic life. This is a work of great importance in which our financial workers together with other related units should all take part.

There are some other important tasks for our city financial units and enterprise business units to fulfill. For instance, we should lend our support to agricultural production, to the technological innovation in agriculture and to the cultural revolution. Preliminary studies on these problems have been made by related units at their regular meetings. Further efforts are needed to realize our ideals in this respect. A special meeting is planned to be held in the future to discuss some new problems involved in this part of work.

## Rich Experiences Accumulated by City Financial Workers and Enterprise Business Workers in Their Efforts to Promote Mass Movements

For the past two years city financial workers and enterprise business workers have done a great deal to promote the mass movement. A great deal of experience has been accumulated. To pool these experiences and to evaluate them would be a meaningful step for us to take in our effort to add depth and width to the mass movement.

The most significant lessons we have learned from our participation in the mass movement during the past two years are as follows: We must follow the unquestionable leadership of our Party; we must strive to serve the cause of the Party; we must learn to cooperate with all other related units; we must participate in the work of production; we must take part in and organize people's economic life; we must promote the campaign for popular use of the business accounting system; and we must advance the high speed and proportional development of production and construction.

All these experiences suggest one fundamental point, that is, to place financial work under the absolute leadership of our Party. Consequently, one would consider the work of finance as of political and mass nature, and one would actively exercise the function of financial work to push forward the mass movement in cooperation with all other related units. In so doing we would raise the level of financial work to match that of the political and mass work. Political work, mass work, financial and economical work would thus be closely coordinated with a single dominating concept to govern all different viewpoints. It has been proven by facts that financial work must serve the political purpose of the proletarian class, and the economic purpose of Socialist construction. Without engaging ourselves in the mass movement, we would never be able to truly carry out the Party's general line for Socialist construction.

The following are the main points of our experiences which I would like to discuss in detail.

1. To obey unconditionally the leadership of the Party and to devote to the central task of the Party

Financial work must be done under the absolute leadership of the Party. Financial worker must carry out the Party's general line for Socialist construction, and devote itself to the central task of the Party. To do this

is to follow the absolute leadership of the Party. First of all, we should study carefully the Party's principle, its policies, its instructions and its political missions at different times as announced by the Party's Central Committee. Then, we should exercise fully the function of our unit and play well our role in the central task of the Party. No matter what instructions the Party may give us, no matter what direction the Party would point to, we must follow the leadership and meet its requirements. We must seek direct contact with the Party committee members, solicit their instructions, ask for their advice and positively perform our work in order to serve the central task to our best capability.

The essential part of the general line of Socialist construction is to speed up the proportional development of production and construction. This is the central task of our Party. To fulfill it, the Central Committee members are required to define the kind of work in each period in accordance with the actual conditions and requirements of each period. Our financial units and enterprise business units, on the other hand, are required to arrange their own work according to the total plan of the Party with a view to participating, supporting, and advancing the task of production.

2. To seek cooperation with other fields in an effort to develop the Communist style of cooperation.

The comradely cooperation among different fields and enterprises is one of the basic features in the Socialist production system. Socialist economy is a planned economy in which production, distribution, exchange and consumption are closely integrated into an organic whole. For each unit of national economy, the ultimate purpose is the same, namely, the realization of Socialist construction with greater, better, faster and more economical results. It is for this purpose that mutual coordination, mutual dependence, and mutual up-lifting are considered absolutely necessary. The more progress we have made in Socialist construction, the closer and better cooperation we shall need to speed up further production.

Financial and enterprise business units play the role of distribution in the Socialist economic system. This type of work is closely connected with all other work of production. A better cooperation with other fields would spur the advancement of our total economy. At the same time, our own work would be done more successfully. Therefore, financial units must actively seek cooperation

with all other units to meet the need of production. The mass movement on the financial front would thus be tightly connected with that of other fronts through this form of cooperation. Consequently, the role of financial work in speeding up the development and continuing leap forward in national economy will be satisfactorily performed.

In recent months, significant improvement has been made in both the form and substance of Communist cooperation. The scope of cooperation has been enlarged. The substance of cooperation has been enriched. The form of cooperation has been more colorful and varied. Among others, we have the cooperation between departments, cooperation between regions, "three line" cooperation among financial, banking and administrative departments, "three personnel" cooperation among financial, banking and enterprise business personnel, and the "one dragon" cooperation among units of industry, agriculture, commerce, communications, finance and banking service. In many regions, cooperation of temporary nature has become permanent with fixed organization taking charge. The small-scale cooperation of unified planning and operation has been developed to cover mutual assistance in the supply of manpower, material, transportation facilities and technical aid.

All these forms of cooperation are arranged under the unified leadership of Party committees in accordance with the requirement of the Party's central task. Under such an arrangement each unit is able to do its part well and to help others do their part well in their united effort to achieve a big leap forward in production and construction. In the course of mutual cooperation, many units and departments have fully displayed the finest Communist spirit by giving convenience to others while keeping the hardest job for themselves. When a unit is confronted with difficulties, all others come to offer help. Difficulties are overcome and honors are shared. As a result, a significant change occurs in the relationship between man and man.

Our experience tells us that financial units in the course of cooperation should constantly maintain the balance of capital, positively assure the sufficiency of capital, and actively support the enterprises to fulfill their mission of production-increase and economy. Through wide contacts with different units, financial workers should make an effort to organize the network of mutual support and mutual adjustment in the use of manpower, material, equipments, tools, techniques and others.

In this respect, impressive results have been achieved on the financial front. Further efforts should be made in



the future to seek better cooperation with others. As financial units and banking units all handle the same type of work so far as monetary activities are concerned, a closer cooperation between these two units is particularly needed.

3. To actively participate in and organize the work of production

Financial and enterprise business units must spare no effort to promote the high speed and proportional development of production and construction. In this respect, the central task is to contribute greatly to the technological innovation and revolution which form the soul of the movement of production-increase and economy. Financial and enterprise units must closely follow up as well as make contributions to this movement.

Our experiences indicate that many kinds of work have to be done in the field of finance. These works are as follows:

(1) We should make the best use of the business accounting system and analytic method to design the items of work and to single out the main point for the technological innovation and revolution. In other words, we should help map out new blueprints for technological revolution on the basis of the mass movement. To those numerous suggestions for technological innovation we should give our warmest support. In the course of actual work we must identify ourselves with the workers in a united effort to find out key problems and to suggest measures for their solution.

Under the unified leadership of our Party Committee, we should mobilize the mass workers, explore their potential power and carry out the items needed for a successful technological revolution. As soon as those items are fully carried out, we should help each enterprise to evaluate the economic effects of the technological innovation and to compare the figure of gains with that of the pre-technological innovation period. Through these measures we shall certainly inspire the workers to speed up the leap forward in technological innovation and revolution.

(2) Basing upon the analysis of economic activities, we should compare the levels of advancement between different enterprises and look for the reasons why some enterprises are lagging behind. When the reasons are found, we should mobilize the workers to solve those key technical problems involved in production. Moreover, we should bridge the gaps between enterprises and organize them to take cooperative measures to exchange their experiences in

the use of technological knowledge. Today, workers in many regions have adopted such methods as "mass diagnosis on technical troubles," "conference for the exchange of technical experiences," "exhibition of technological innovations," etc., to help enterprises overcome the technical barriers on the road of their leap forward. This is indeed a valuable experience. Workers in some other places have organized such activities as "cooperative fair" for exchange of needed material between enterprises in their united effort to carry out technological innovation and revolution.

(3) We should explore fully all the potentialities in respect to the raising of capital fund. Arrangements should be made for enterprises to make effective use of reserve funds when technological innovation is necessary. As a rule, the limited manpower, material and fund should be used for the most needed projects. Keeping these things in mind, we shall be able to render better service to the movement of technological innovation and revolution.

For our financial and business units, the primary task is to support the movement of production-increase and economy. To fulfill this mission, we are required to render the best service for enterprises, to help find out ways and means for production-increase and economy, to explore the potential sources of raw material, to work out plans of collective utilization of raw material, and to help solve various problems involved in production, supply, sale and transportation. At the same time, we should positively participate in the everyday life of enterprise workers. We should give our best considerations to the welfare of the workers. We should take care of their social security problem and help arrange the collective welfare fund. Once workers' welfare is properly arranged, they will show an even greater enthusiasm for productive work.

#### 4. To work energetically for the mass campaign for the popular use of the business accounting system

In recent months, much progress has been made in the mass campaign for the popular use of the business accounting system along the line of production and construction. In enterprise administrations, financial departments, basic enterprise units and other related fields, a great deal of work has been done in this respect, and much experience has been acquired. The so-called mass campaign for popular use of the business accounting system is, in essence, a drive to encourage the workers to participate in business

accounting work, to improve the economic accounting system as well as to support enterprises in their effort to speed up production. This drive has its origin in the workers' enthusiastic expectation for the fastest possible production increase. This drive is also the product of the high speed development of production and construction. Production gives birth to the economic accounting system which in turn, advances production. As our practical experience shows, this system is a powerful tool for Socialist production and construction. It is also an important method for the build-up of mass movement and the full support of production on the front of finance. It constitutes an indispensable part of industrial management. With a view to stimulating greater, better, faster and more economical production, we must adopt the business accounting system. This is because that without the system of accounting and analysis we can never make clear where is the strong point, where is the weak point, where over-consumption of material is made, where the least consumption of material is recorded, where the productivity is high, and where the productivity is low. When we are fully informed of these things, we shall be able to achieve the best results with the least consumption by means of exploration of potential power and elimination of weak points.

In the course of the big leap forward of production and construction, the workers are most anxious to know what is the result of their labor. They want to be informed of the advanced workers' experience. They want to know what is the key problem in each period. To meet this need, we can only resort to the business accounting system. This system will enable them to analyze economic conditions, discover problems, suggest measures and direct the way of action. It is for this reason that the workers are highly interested in this system. They point out that "a person without eyes will get nowhere; production without accounting will lead to nowhere either."

Workers in many enterprises have made accounting instructions as one of the items in their red flag competitive campaign. They combine such mass accounting measures as checking, analysis and announcement of results on the one hand with such competitive measures as "comparison, learning, catch-up and help" on the other. In many enterprises, workers have selected their own accounting officer to arrange discussions of accounting instructions as well as to analyze the results of accounting. Through such activities, the financial accounting system and the daily work of production are closely incorporated. Deep rooted in the mind of mass workers, this system has

the effect of stimulating workers' enthusiasm. It also helps to create a new situation in which every one has a voice in the financial management and every one is the manager of the business. Experience shows that mass economic accounting is the most effective method for organizing production, strengthening financial work, and promoting the Socialist emulation campaign and the mass movement. Production and accounting are inseparable. There is nothing mysterious in the system of economic accounting. Since workers are capable of managing production, they are also capable of handling the work and accounting, if they are in possession of the means of accounting.

As a result of the mass accounting campaign, every worker is able to do a double job simultaneously. When he uses his hands for production purpose, he is at the same time using his brain to figure out the economic result of his work. He is a producer, a manager and also an accountant. Consequently, he is further convinced that workman is really the master. His sense of responsibility is further strengthened. And his political life is further enriched. As some workers said: "Since we joined the collective accounting work, we have further realized the true meaning of Communism and Socialist construction. ....We are intimately associated with the Party's general line."

To attain excellent performance of economic work even to the most minute detail, the best way is to urge the worker masses to participate in the management of production and the economic accounting system. As our experience shows, the mass accounting campaign has both economic and political implications. Through this system, the political concept, production concept and mass concept are fully expressed in our enterprise financial work. For these reasons, our financial and enterprise business workers must do our best to push forward the mass campaign for popular use of the economic accounting system.

There are many forms of mass participation in economic accounting. The best form is the divisional accounting as a workable method of mass accounting as many production and enterprise units have already set up small divisions to handle this work. In the commercial field the setting up of the sales accounting system has won warm applause from the worker masses. These examples indicate that the various forms of mass accounting can be properly designed according to the actual condition of each enterprise. The method of accounting should be designed in such a way that the worker masses can be easily taught to handle the work. The procedure of accounting should be from general accounting to detailed accounting, and from lower level to

higher level.

The following are some basic requirements in connection with the mass campaign for popular use of economic accounting system:

(1) We must firmly rely upon the leadership of our Party. We must emphasize ideological orientation. We must have faith in the wisdom and strength of the workers. We must trust the power of the masses. We must have confidence in the correctness of mass opinion. The mysterious nature of economic accounting system should be thoroughly eliminated. We must fight against those who do not believe in the opinion of the masses. At the same time, we should constantly encourage the worker masses to be creative and active in dealing with the problem of economic accounting.

(2) We must render our service to production and take steps to increase production. To do this, we must link tightly the mass campaign of economic accounting with the actual production system. The accounting work should truly reflect the need and the achievement of production. The emphasis of accounting should be placed on the key items of production. Our purpose in using this system is to analyze economic activities, to compare with advanced workers, to discover the distance, to raise questions, to suggest measures, to solve key problems, to estimate the effect, to explore potentiality and to overcome difficulties blocking the road of our big leap forward.

(3) Detailed divisions should be made in the work of management so that the worker masses can all take part in it. Under a unified leadership, workers are given the power of control over material, tools, cost expenses and working capital.

(4) The worker masses should be fully informed about plans, policies, the amount of quota and funds, so that they can take part in the discussion of plans and offer useful suggestions. This is an important step in the procedure of mass participation in economic accounting.

(5) The mass accounting campaign should be closely connected with the Socialist labor contest campaign. Using workers' own words, we would say that competition gives birth to comparison which, in turn, gives birth to close calculation. Therefore, the economic accounting system should be considered as an instrument as well as a concrete part of the Socialist labor contest campaign.

#### We Must Add Depth and Endurance to Mass Movement

In order to fulfill our 1960 task on the front of finance and enterprise business, we must add depth and

endurance to the mass movement on the basis of our past experiences.

There is no question of methodology involved in the mass movement. Chairman Mao has clearly pointed out: "To organize mass strength is a matter of principle. Is there any other principle which is contrary to this? Yes. That is: lack of mass concept; not rely upon the masses; not organize masses; instead of organizing the masses on farms, and in the army, offices, schools and factories, only pay attention to a small number of people in financial departments, supply departments and trade departments; instead of taking the economic work as a huge movement and a big front, only consider it as a temporary means to make up the financial deficiency. This is the other principle, a wrong principle." We must keep in mind Chairman Mao's words when we make our effort to push the mass movement.

For financial and enterprise business workers, the purpose of mass movement is to support the high speed and proportional development of national economy. Without a wide concept of production, without active participation in production, the mass movement will have no bright future. We must keep in mind Chairman Mao's instruction made during the time of the Sino-Japanese war:

"In dealing with financial and economic problems, the regional Party and political cadres should spend 90 percent of their time and effort to help farmers increase their production. The rest 10 percent of time and effort may be used for the purpose of tax collection. When the first part of the work is done, the second part will become a light and easy job." This instruction vividly illustrates the relationship between production and distribution. All financial workers should follow this principle firmly and indefatigably.

When the mass movement becomes more powerful, the leadership of the movement needs to be further reinforced. With our revolutionary spirit and sky-rocketing enthusiasm, we must continue to push the movement to a new horizon. Any relapse and feelings of complacency would be harmful to the development of the mass movement.

To add depth and endurance to the movement on the financial front, we need to take the following measures:

Firstly, the mass movement must take root in the ground. To realize this ideal, we should take steps to cultivate advanced workers, to train active workers, to help those who are falling behind and to push those who are standing in the middle. In the course of the movement we should set up models, guiding posts and symbols of success. On each level of our organization, models must be set up

and plans must be worked out. Cadres should go to the countryside to inspire the advanced and help the backward. In doing this, they must identify themselves with the common workers. They must eat the same kind of food, sleep in the same kind of house and do the same kind of work as the workers do. Specific spots and general areas should be given the same weight. The selection of spots should be done under the leadership of the Party and for the purpose of the Party's central task. It would be a mistake to emphasize any specific spot at the expense of the mass movement. Models cannot be isolated from the masses. As soon as we have thousands of models and millions of active workers, a firm foundation for the mass movement will thus be laid down.

Secondly, we must analyze and evaluate our accumulated experience. We must constantly adjust ourselves to the current situation of the mass movement. We must watch carefully new things, new problems and new experiences emerged from the mass movement. The valuable experiences acquired by the worker masses should be given timely attention. Experiences can be properly transformed into sets of workable ideas which should be widely distributed through such media as discussion sessions, competitive exhibitions, criticism and other literary activities.

Thirdly, we should emphasize the importance of correct thinking and learning. Politics should take command of all kinds of work. It is the soul of all activities. Without a correct way of thinking, there will be no correct leadership for the mass movement. The degree of ideological initiation will determine the degree of success for the mass movement. On the other hand, the development of our way of thinking should always keep pace with the fast development of the mass movement. When an old ideological issue is settled, a new issue will appear sooner or later which requires our solution. Quite possibly, the already settled ideological problems may reappear again under certain conditions. Therefore, any ideological problem, if it proves bothersome, must be straightened out thoroughly and immediately right after its emergence. This would certainly guarantee the healthy growing up of the movement. Through the process of ideological education, we must reinforce our way of thinking in regard to the Party's leadership, the production and the mass movement.

In 1960 our tasks on the financial front will be both glorious and heavy. We have made certain achievements. However, there is still a long distance to go before we can meet the expectations of our Party. We must keep in mind this point and do our best to achieve further progress. We should purify our ideological thinking, promote our

enthusiasm and improve our style of work. We should climb higher, dig deeper and work harder. It is especially important for our financial workers to launch a movement aimed at the study of Chairman Mao's writing. In our practice, we must reflect the spirit and essence of Chairman Mao's thought. We must use Chairman Mao's thought to direct financial work. We must continue to promote the mass movement under the absolute leadership of our Party and the guidance of Mao Tse-tung's thought. We must support with vigor the high speed and proportional development of national economy. Finally, we must carry out thoroughly our Party's general line for Socialist construction.